

**COMMUNICATION PATTERNS ON PERFORMANCE OF COUNTY
GOVERNMENT FUNDED PROJECTS IN KENYA. A CASE OF UASIN GISHU
COUNTY FUNDED PROJECTS**

KIBET LANGAT JACKSON

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF
MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF BACHELOR OF ARTS IN
DEVELOPMENT STUDIES (PROJECT MANAGEMENT) OF THE
MANAGEMENT UNIVERSITY OF AFRICA.**

OCTOBER, 2018

DECLARATION

This thesis is my original work and has not been presented for a degree in any other University

Sign:Date:.....

Kibet Langat Jackson

BDS/8/00108/1/2016

This thesis has been submitted for examination with my approval as University Supervisor.

Sign:Date:.....

Juster Nyaga

The Management University of Africa

DEDICATION

This research thesis work is dedicated to my wife for encouragement and moral support during the entire period of my study, my parent Mrs Rael Sigei who was caring during my early stages in education life and my child Ryan Kiptoo for giving me a conducive environment during the study period all have been a source of inspiration.

ACKNOWLEDGEMENT

I would like to thank all individuals who contributed and sacrificed their time towards making this project succeed. I acknowledge my supervisor Juster Nyaga for consistent guidance, counsel and support in the development of this research project and advice that made the project successful. Thanks to colleagues and friends for their suggestions, advice and encouragement. I would like to thank God and my fellow classmates in general for their encouragement and moral support. May God Bless You All Abundantly.

ABSTRACT

Running projects all over the world at the moment is very challenging since all the components of production needs to be harmonized for ideal productivity. Project staffs constitute the main test because unlike other inputs, project staffs management demands skillful handling of opinion, outlook and emotions to safe maximum productivity. Therefore, in order for project staffs to be productive they should be satisfied in the job. Project communication pattern plays a significant role in this challenge of project staffs satisfaction. The main aim of the study was to evaluate the effect of project communication patterns on project staff satisfaction at Uasin Gishu county funded projects, Kenya. The exact objectives were; to find out the effect of Circle communication pattern on project performance, to examine the effect of Chain pattern of communication on project performance and to establish the effect of wheel pattern of communication on project performance. The study was guided by Circular Theory of Communication. The study adopted case research design. Population of the study was 156 respondents. Random sampling and purposive sampling techniques was used to select a sample of 47 respondents for the study. Data collections were analyzed using quantitative method. For quantitative analysis descriptive frequencies and percentages was used. The data was presented in form of tables and graphs. The study found out that sharing of information's influence project performance, group satisfactions affects project performance and whether flow of information affects project performance. From the study findings all the three forms of communication have positive effects on project performance for example circle communication pattern, chain pattern of communication and wheel pattern of communication. Uasin Gishu county Government is therefore encouraged to integrate all the three forms of communication for effective communication leading to improved project performance. The study concluded that flow of information affects project performance. This implies that circle communication supports a shared administration in which all individual and unique perspectives are engaged to create the common ground for activity. The study concluded that efficient of passing message has enhanced project performance. This implies that in wheel pattern problems are less and the method is quick. There is no distortion of information by other members of the group while passing out the information.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES.....	ix
LIST OF FIGURE	x
LIST OF ACRONYMS AND ABBREVIATIONS.....	xi
OPERATIONAL DEFINITION OF TERMS	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	5
1.3 Objective of the Study	7
1.4 Research Questions	7
1.5 Significance of the Study	8
1.6 Scope of the Study	8
1.7 Chapter Summary	8
CHAPTER TWO.....	10
LITERATURE REVIEW	10
2.0 Introduction.....	10
2.1 Theoretical Literature Review	10
2.2 Empirical Literature Review	12

2.3 Summary and Research Gaps	23
2.4 Conceptual Framework	24
2.5 Operationalization of Variables	25
2.6 Chapter Summary	26
CHAPTER THREE.....	27
RESEARCH DESIGN AND METHODOLOGY	27
3.0 Introduction.....	27
3.1 Research Design.....	27
3.2 Target Population.....	27
3.3 Sample and Sampling Techniques	28
3.4 Instruments.....	29
3.5 Pilot Study.....	29
3.6 Data Collection Procedure	30
3.7 Data Analysis and Presentation.....	31
3.8 Ethical Considerations	31
3.9 Chapter Summary	31
CHAPTER FOUR	33
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	33
4.0 Introduction.....	33
4.1 Response Rate	33
4.2 Respondents Demographics	34
4.3 Analyses of Independent Variables.....	36
4.3 Limitations of the Study.....	40
4.4 Chapter Summary	40
CHAPTER FIVE	41

SUMMARY, CONCLUSION AND RECOMMENDATIONS	41
5.0 Introduction	41
5.1 Summary of the Findings	41
5.1.1 Circle Communication Pattern	41
5.1.2 Chain Pattern of Communication	42
5.1.3 Wheel Pattern of Communication	42
5.2 Recommendations	43
5.3 Conclusions	43
REFERENCE	44
APPENDIX I QUESTIONNAIRE	48
APPENDIX II PLAGIARISM REPORT	52

LIST OF TABLES

Table 2.1	Operationalization of variables	25
Table 3.1	Population of the study.....	28
Table 3.2	Sample size.....	28
Table 4.2	Circle Communication Pattern	36
Table 4.3	Chain Pattern of Communication.....	37
Table 4.3	Wheel Pattern of Communication.....	38
Table 4.4	Project Performance	39

LIST OF FIGURE

Figure 2.1	Conceptual Framework.....	24
Figure 4.1	Gender of the Respondents.....	34
Figure 4.2	Age Brackets of the Respondents	35
Figure 4.3	Level of Education of the Respondents	35

LIST OF ACRONYMS AND ABBREVIATIONS

GSD	Global Software Development
MST	Media Synchronicity Theory
NASP	National Administration Studies Project
PCK	Postal Corporation of Kenya

OPERATIONAL DEFINITION OF TERMS

Chain pattern of communication is a pattern of correspondence that follows the organizational hierarchy and sequence of command. All subordinates obtain instructions/commands from their superior.

Circle communication is a type of group exchange which builds a network of relationships and a sense of community.

Project Stakeholder: is individual who is an immediate user, indirect user, manager or employee who subsidizes the project, support (help desk) staff member, auditors, your program/portfolio manager, developers working on other systems that integrate/interact with the one underdevelopment, or maintenance professionals potentially affected by the development and deployment of a software project (Walther, 1995). In this study Project Stakeholder is used to mean a person who access all activities of a project and ensures success of the project

Wheel pattern of communication is where all subordinates receive instructions from one superior. This is highly centralized type of communication network where each subordinate receives guidelines from a single authority or superior 'A' and wants the prompt feedback

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers background of the study, statement of problem, research objectives, research questions, significance of the study, scope of the study and chapter summary.

1.1 Background of the Study

Project stakeholder's communications the serious achievement factor in project management and performance. Therefore, these stakeholders' should be satisfied (Jun, 2010). Project's stakeholders' communications of great importance in every set up because they act as the inside clients in the organization and they carry an important influence at the excellence of internal services. Stakeholder's within any organization play a major role in the effectiveness of all the services. Kuei (2012) indicated that there is an existent connection linking increased satisfaction among project stakeholders', improving the product superiority and increase buyer satisfaction. This is due to the existence of a positive correlation linking internal service qualities, satisfaction of stakeholders' and retaining of customers. Bellou and Adranikids (2008) mentioned that to increase the excellence of services within the organization it must be organized to progress the efficiency of its stakeholders' by communicating well.

Globally, a well-executed project relies with a successful communication. Most organizations especially in government funded projects employ project communication patterns to guarantee the availability of accurate information for those engaged in the project; facilitation of the planning, coordination and implementation of action plans, influence the attitudes and behavior of stakeholder groups, and encourage and facilitate feedback and response mechanisms. For instance, in Malaysia, the project communication pattern chosen often depends on size and structure of the project. In

minor teams regular meetings, emails and informal contact may be satisfactory. For bigger teams the ability to rely on verbal contact is reduced and so the need for well documented communication increases. With an extremely distributed project team or stakeholder group, the risk of misunderstandings and people being left out of the loop, increases and so greater use of more formal communications methods is essential (Stoldt, 2012).

However, in Africa, different project groups need different pattern of communication with exact content that addresses their welfare and leads to their satisfactions. Stakeholder's participation in the establishment of project will involve a process where stakeholders' collaboratively engage, as suitable in the plan, implementation, monitoring and evaluation of activities. (Stoldt *et al*, 2012). Boosting project performance through stakeholder's satisfactions is a key concern for many African organizations (Charles *et al*, 2012). Whilst studies have demonstrated that there are many factors influencing project productivity, including stakeholders' motivation, infrastructure and government policies, it is clear that developing and implementing effective communication management techniques can help to improve performance in many project organization throughout Africa (Charles *et al*, 2012).

In Kenya, counties projects have various ways of enhancing their staff's satisfaction and stakeholder participation in projects although ways vary from one county to another depending on actual functions of the project within the county. Modern county trends are interested in measuring project's staff's reactions by shaping revolution of the personnel organization as it began to look at project staff's satisfaction as key component elements of inspiration at work and addressing the factors that manipulate job satisfaction as a key helpful relationship of work presentation achievements (Chebet, 2015). Therefore an effective project staff's communication pattern has emerged as the mainly significant phenomenon in counties which enables project managers to connect the energies of all staff to determine their power and take advantage of productivity.

Uasin Gishu County, just like many other counties 'has a lot of projects going on ranging from government funded, community funded and even donor funded ongoing. In these projects there are very many stakeholders involved who at one time or the other requires information on the same. Many disadvantages like scope creep, cost overrun, agenda delays and clients' dissatisfaction due to the deprived quality of running project stakeholders' communication and their linked risks have always been cited informally by the stakeholders' during many project closure meetings. Through communication, project team members can do better and express their emotions including disappointment and satisfaction with each other and with their management (Salley, 2013).

1.1.1 Circle Communication

Circle communication is a structure of group exchange that builds a network of relationships, a sense of community. Through practices of active listening, intentional speaking, and conscious self-monitoring, circle communication emphasizes individual contribution while building consensus to satisfy the reason of the group. In such manner, circle communication supports a shared leadership in which all individual and unique perspectives are engaged to create the common ground for action. Circle communication emerges from a shared humanity, which can balance the "division of labor" and people only being known by their specific organizational roles. Both are needed to sustain an organization. By nurturing the human side, regardless of role and function, circle communication intersects with diversity or the uniqueness of each individual, storytelling, coaching, guiding, and mentoring, as well as discovering and responding to conflict (Wellman & Gulia, 2018).

1.1.2 Chain Pattern of Communication

This pattern of communication takes after the authoritative hierarchy and hierarchy of leadership. All subordinates get directions or guidelines from their superior. The Chain can promptly be believed to speak to the progressive example that describes entirely formal data stream, "starting from the top," in military and a few kinds of business

associations (Hedlund, 2016). The Wheel can be contrasted and a regular imperious association, which means one-man lead and constrained representative support. The Star is like the fundamental formal structure of numerous associations. The All-Channel arrange, which is an elaboration of Bavelas' Circle utilized by Guetzkow, is practically equivalent to the free-stream of communication in a gathering that empowers the majority of its individuals to end up associated with collective choice procedures (Kush, 2016).

1.1.3 Wheel Pattern of Communication

In wheel example of communication all subordinates get directions from one prevalent. This is exceptionally brought together kind of communication arrange where each subordinate gets directions or guidelines from a solitary specialist or prevalent 'An' and needs the quick input. Exceedingly brought together hierarchical structure will repress the advancement of wide casual communications systems in light of the fact that most communication was constrained "through legitimate channels" (Lee, Kozlenkova, & Palmatier, 2015). The working of military units gives a decent case of this rule, while a combat zone is probably going to be overflowing with gossip, the real organizations of troops and assets is normally halfway controlled by methods for formal communicational channels. The centrality of the systems additionally influenced pioneer development and gathering part fulfillment. In both straightforward and complex assignments, brought together gatherings had a tendency to concur that individual C, involving the focal position, was the pioneer. Carelessly, C rose as the pioneer in concentrated system on the grounds that the other gathering individuals were so totally subject to C for their data. In decentralized systems, be that as it may, nobody position in the system developed as the authority position. Gathering part fulfillment, then again, had a tendency to be higher in decentralized systems for all kind of assignments. Truth be told, fulfillment was most noteworthy in the "hover" next most elevated in the "chain" and afterward in the wheel. The haggle is appraised as the best as far as high occupation execution. In any case, resolve is altogether higher in the

hover, and, for complex issues, the circle and all-channel systems are quicker and more viable (Zivkovic, 2015).

1.1.4 Relationship Communication Patterns on Project Performance

Understanding the relationship between project communication pattern, individual commitment, social networks and perceived project performance is useful in motivating project staffs (Ika& Donnelly, 2017). Effective project communication pattern, are pre-requisites for better performance of project staffs and that project communication is a better predictor of project staffs. In arranging communication, discussion should both be top down and base up, while all certainties are rendered understood and unequivocal; Consideration is expected to the substance and tone of the messages; Whenever conceivable, the dialect or tone ought not be just be illuminating and exquisite, but rather should be messages the beneficiary would discover profitable; Communication designs that are exact and are of short run regularly have long run significance; All partners ought to be urged to be great audience members; prompt activities must be went with and achieved with communication; and communication that would be compelling require a development and powerful input system process (Lundgren &McMakin, 2018).

1.2 Statement of the Problem

In the global set up, the success of any project entirely depend on the stakeholder involvement. Communication strategies in an organization can perform a critical role in ensuring a more participative approach to the same. Organizations consequently adopt a myriad of communication strategies to enhance their efficiency. Charles, (2006) argues that stakeholder communication is one of the parameters and tools that help in achieving participations levels that help project managers in leading the project to success. However, this study realizes that despite adequate acknowledgement of the importance of communication in promoting stakeholder participation, the literature does not help the project managers or county governments to develop a structured framework for stakeholder communication that would act as a universal tool in helping project

managers handle stakeholders' communication effectively at both the county and national levels.

Project performance is facing challenge of poor management of resource, inappropriate patterns of communication and low decision making involvement. These challenges are also mentioned by Mburugu (2005), who stated that one of the main reasons for poor performance, low management morale and lack of management accountability in local authorities, is the pervasive tendency of politicians and ministries to issue directives rather than consultations among stakeholders. Citing the Kenyan County Government Act No. 17 of 2012 and Public Finance Act 2014, recently two institutions in Eldoret town moved to court in March 2014 seeking the courts interventions to declare the county government of Uasin Gishu's Public Finance Act 2014 null and void for lacking public participation. They cited the fact that the citizens were not well informed and questioned the communication modes employed to relay the information.

The problems discussed are an indication that there is lack of stakeholder involvement in the process of project funding; this seeks to undermine project efforts. Studies in the process has in the past attempted to establish a correlation between the stakeholder involvement and communication but they have failed to shed sufficient light into the matter relating to what communication strategies can best influence stakeholder involvement in key projects in the country.

For example a study by Mulisho (2010) on communication strategies, he noted that communication is key in any consultative process but it did not come up with what communication strategies would best influence the stakeholder involvement in any significant way. Consequently very little information exists on the communication strategies that can best influence the stakeholder's involvement. This study will examine and evaluate effective communication strategies on stakeholder's involvement and make necessary recommendations based on the findings of the study.

1.3 Objective of the Study

The study was guided by both general objective and specific objectives

1.3.1 General Objective

The general objective of the study was to assess the effect of communication patterns on performance of county government funded projects in Kenya. A case of Uasin Gishu County funded projects.

1.3.2 Specific Objectives

- i. To determine the effect of circle communication pattern on project performance at Uasin Gishu County funded projects, Kenya.
- ii. To examine the effect of chain pattern of communication on project performance at Uasin Gishu County funded projects, Kenya.
- iii. To establish the effect of wheel pattern of communication on project performance at Uasin Gishu County funded projects, Kenya.

1.4 Research Questions

- i. What is the effect of circle communication pattern on project performance at Uasin Gishu County funded projects, Kenya?
- ii. What is the effect of chain pattern of communication on project performance at Uasin Gishu County funded projects, Kenya?
- iii. What is the effect of wheel pattern of communication on project performance at Uasin Gishu County funded projects, Kenya?

1.5 Significance of the Study

The study helped the Uasin Gishu county government to provide effective communication in their projects so that to establish managerial control, provide workers with job instruction and enable managers gather information for planning. Since communication is involved in all types of managerial functions. It helped the project leaders first develop strategies to achieve goals, construct relevant messages and then transmit through different channels for conversations with employees and workers.

The study might help understanding of better relationships within an organization, to transmit information, to have trust on and cooperation with each other, to understand and co-ordinate the project, to improve communication climate and learning, and hence to increase overall project satisfaction and also an individual's stakeholders satisfaction.

The study was important to future researchers since it would be a source of material for their research and would also help them in identifying the research gaps they need to fill. This would help deepen the empirical research in effect of communication patterns on project performance.

1.6 Scope of the Study

The study focused only on the effect of communication patterns on project performance. The research adopted descriptive survey methodology. The study target populations are project leaders and employees under the study projects. Geographically, the study was done at the County Government of Uasin Gishu, Kenya. The study was done during the months of a July, 2018 to October, 2018.

1.7 Chapter Summary

In this chapter background of the study was discussed where project stakeholders' communication was discussed showing that communications of great importance in every set up because they act as the internal customers in the organization and they

carry a significant influence at the quality of internal services. Independent variables were discussed which comprise circle communication pattern, chain pattern of communication and wheel pattern of communication. Statement of problem indicated that project performance is facing challenge of poor management of resource, inappropriate patterns of communication and low decision making involvement. The study was guided by both by general and specific objectives. The was beneficial to county government of Uasin Gishu, policy makers and future researches. The study was done at the County Government of Uasin Gishu, Kenya. The study was done during the months of a July, 2018 to October, 2018.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Chapter two discussed theoretical literature review, empirical literature review, summary and research gaps, conceptual framework, operationalization of variables and chapter summary.

2.1 Theoretical Literature Review

The study on assessing the effect of communication patterns on performance of county government funded projects in Kenya. A case of Uasin Gishu county funded projects, Kenya was supported by circular theory of communication

2.1.1 Circular Theory of Communication

Circular Theory of Communication was proposed by Wilbur Schramm in 1954, where he proposed that communication is a two way process where both sender and recipient alternate to send and receive a message (Johnson & Klare, 1961). The message is just sent after encoding so the sender is also called Encoder and the encoded message is decoded under receipt by the recipient, making him the decoder.

Circular Theory of Communication is used in this study to show how successful communication can be achieved. The study adopted Osgood and Schramm's circular theory of communication (Kolltveit, 2004). This hypothesis depends on Shannon and Weaver's correspondence hypothesis. Schramm additionally trusts that the correspondence procedure should comprise of a sender, channel and recipient.

However, Schramm clarifies that while one individual is speaking, the other is listening. How this listening is done establishes data for the sender. If a receiver frowns, that provides different information than if "he or she" smiles supportively. It is clarified in

this theory that perceiving the dynamics of interaction countered the tendency to communication as a linear progression of steps leading to or "causing" each following step. He understood that people respond idiosyncratically to messages as a function of their personality, group influences, and the circumstance under which communication occurs. In relation to the study, different communication strategies may not necessarily elicit the same responses rather different stakeholders may perceive and act on messages differently.

The procedure of the model is straightforward as in it; the sender and recipient function as both encoder and decoder of information. According to Underwood (2003) each functions as the interpreter of the message. This model clarifies that effective communication can be possible if both the receiver and the sender are capable of interpreting meanings out of the information being communicated. For instance, in the business setting, the manager may mean well and trust that he is conveying the messages appropriately to the workers. However, because the employees have not been briefed earlier about a particular piece of information that plays an important part on what the supervisor communicated, they overlook what's really important of what the supervisor is attempting to say. In return, the supervisor may interpret that the employees are still ignorant about a specific piece of information and still need additionally instructions, (Key, 1999)

The circular hypothesis of communication is critiqued because it doesn't talk about semantic noise and it assumes the moment of encoding and decoding. This theory is relevant to the study in that for a project to perform it should develop effective communication connecting the project team members and partners. The project manager should also brief the project team and stakeholders before performing any activity this will assist them perform better and with little supervision. Also adopting an effective communication where when an employer or a project supervisor speaks and the employees listen properly without interfering will enhance understanding and thus result to good cooperation.

Rho (2009) assessed the effects of organizational communication on the perception of red tape by comparing interior and outer communication with external, especially customer-oriented, communication in both open and nonprofit organizations. This study was based on the questionnaire data from the National Administration Studies Project (NASP)-III, closed in January 2006, gathered from a survey of public and nonprofit managers in the states of Illinois and Georgia. Results demonstrated that successive communication with clients plays an important role in reducing perceived red tape, and sector-based differences between public and nonprofit sectors influence the impact of communication type on red tape perception. The examination controls for the authoritative qualities, work attributes, and individual qualities.

2.2 Empirical Literature Review

Review of the study were discussed below

2.2.1 Circle Communication Pattern

Circle communication is a form of group exchange that builds a network of relationships, a sense of community. Through practices of active listening, intentional speaking, and conscious self-monitoring, circle correspondence accentuates singular commitment while building accord to satisfy the reason for the group (Michaels, 2002). In this regard, circle communication supports a shared leadership in which all individual and unique perspectives are engaged to create the common ground for action.

As per the study by Nangoli (2010) the association linking project communication, individual commitment, social networks and perceived project presentation of citizenship projects in Commercial Banks circle communication pattern is useful in motivating project staffs. The study adopted a cross sectional design. The study focused (92) citizenship projects that were undertaken by commercial banks in Uganda. Findings demonstrated that there were significant positive relationships between circle communication pattern, individual commitment, and social networks and staffs fulfillment. The study by Nangoli concluded that effective project communication

pattern, are pre-requisites for better performance of project staffs and that project communication is a better predictor of project staffs.

According to study done by Karimi (2014) on impact of communication on employee motivation in the Kenyan Public Service a case study of Postal Corporation of Kenya indicated that communication pattern plays an important role in determining project staffs satisfactions and whether a projects succeeds or not. This study used descriptive research design to obtain information on the impact of communication on employee motivation. PCK's staff consists 315 employees was the target population.

The data examination showed the connection between independent variables which is communication and employee motivation as the dependent variable. The discoveries uncovered that using circle communication pattern motivates projects staffs. Motivation is a set of attitudes and values that influence a person or a staffs to act in a specific goal directed manner and how to blend a rich, strong and effective mix of motivators is a major dilemma facing many organizations. The center of inspiration is human needs/wants and their satisfaction. This is showed in the way that project staffs have different needs and different priorities and thus managers must be able to apply different motivational tools to satisfy the different employee needs and wants. The inward drives within an individual are needs to be activated to give rise to appropriate behavior, where such conduct could prompt the satisfaction of a need for example, and work fulfillment.

A study done by Paasivaara (2012) on effect of communication on staff satisfaction in Global software development (GSD) demonstrated that projects use a variety of communication tools, such as teleconferences, email, and instant messaging to overcome the challenges caused by distribution. The utilization of different communication patterns implies different communication needs and practices within the project. Media synchronicity theory (MST) breakdown communication into two processes conveyance of information and convergence of understanding and communication media capabilities into five; immediacy of feedback, parallelism, symbol variety, rehears ability, and reprocesses ability. According to MST, media

capabilities differ in help for transport and assembly, and for good execution, there should be match between media capabilities and communication process needed in a given task. In this paper, we present our qualitative study on communication in GSD. They interviewed 79 people from 12 GSD projects. They examine which communication tools were used and how. The study analyze the tool use and articulated rationale for choosing the tools for various tasks in distributed software development based on the two communicative processes and five media properties suggested by MST. They discovered proof supporting the applicability of MST as an aid in choosing communication tools for GSD projects.

Kibe (2014) did an empirical study in respect of communication patterns that impact perceived staffs satisfaction and overall organization performance. The research project's main objective was to find out the impacts of communication patterns on organizational performance at Kenya Ports Authority. It also tried to find out how open door policy of communication influences organizational performance, to investigate how group effort enhances organizational performance, to analyze how organizational structure can improve organizational performance and to identify the roles of formal communication channels on organizational performance. The main finale drawn from the investigation was communication patterns play a central role in high-performance.

Ryynänen (2013) noted that the nature of internal communication networks in project sales has remained largely unexplored. This article reveals insight into a supplier's internal communication network during a project sales process by using social network analysis and in-depth qualitative data. They analyzed the project sales process and related internal communication network of a material handling equipment provider. The outcomes illustrate the non-centralized and complex nature of internal communication networks and highlight four barriers to and four drivers of efficient communication during project sales. Most importantly, using communication training seems to be the most effective approach to improve internal communication.

Adong (2014) points out that contribution is assumed to have the effect of empowering the citizens so that they can continue to give direction in public policies or programmes

and also direct future changes and put weight on outside powers to help these changes. He argues that the location of participatory work is thus focused on the local level and relies on local interests and capacity to take part in action for change for the success of the public policy or programmes.

According to Adong (2014), citizen participation in Kenya discovers its initial roots in development projects that benefited local communities. All through the post-pioneer period, the nation found a way to give approaches to nationals to be dynamic members in the overseeing of their nation. The greater part of these ways, be that as it may, were restricted to nearby specialists and the execution of laws joining national investment did not achieve their maximum capacity since subjects did not completely comprehend their rights or grasp the chance.

Finally, nearby specialists attempted to advance neighborhood financing and arranging procedures to residents, similar to the Local Authority Service Delivery Action Plan (LASDAP) and the Constituencies Development Fund (CDF). The Constitution provides a strong legal framework for citizen participation. The challenge will be to instruct whatever number residents as could be expected under the circumstances on these new rights and duties and to furnish them with apparatuses to make profitable commitments to the administration procedure. This is the reason protected changes, the foundation of district governments, and supports for the full usage of the Constitution are so imperative to the fate of the country. The following are particular references to native interest in the Constitution. As far as immediate established references to native support in decayed government, Article 174(c) says that a protest of devolution is to "upgrade the cooperation of individuals in the activity of the forces of the State and in settling on choices influencing them." Article 184(1) (c) additionally necessitates that components "for investment by occupants" be incorporated into national enactment to urban territories and urban areas administration and administration (Constitution of Kenya 2014).

2.2.2 Chain Pattern of Communication

This pattern of communication follows the organizational hierarchy and chain of command. All subordinates receive commands or instructions from their superior. The Chain can readily be seen to represent the hierarchical pattern that characterizes strictly formal information flow, "from the top down," in military and some types of business organizations (Bose, 2003).

Proctor (2014) in his paper exhibited that compelling bi-directional correspondence between workers, bosses, and administration enhances demeanor and joy along these lines influencing staffs fulfillment in one division at a little college. Members are from the Enrollment Services Division of Southern Utah University; the dominant part was observed to be happy with their occupations and view them as positive in nature and upbeat in their work. He noticed that greater part of associations comprehend that viable correspondence at all levels of the association enhance hierarchical achievement and staffs fulfillments. Chain correspondence design has been examined as to execution and occupation fulfillment, yet the association with representative state of mind and joy has not been done in an advanced education setting. The choice to be upbeat and have an uplifting state of mind has been the subject of many books, articles, talks, studies, and workshops. The estimation of correspondence in a staff's decision to be cheerful is clarified as it influences the individual, group, and by and large hierarchical culture.

Akintaro (2016) had taken a gander at the effect of successful correspondence design on staffs fulfillment and hierarchical execution. The talk depended on arrangement of observational investigations of correspondence and staffs fulfillment. The exploration discoveries no uncertainty have approved the synerginous connection between correspondence design and effective hierarchical staff execution. They likewise prescribed that there can even now be more opportunity to get better and thus better execution if administration in chain design grasps the accompanying suggestions: More clearness of thoughts before endeavoring to convey; Better comprehension of the physical and human condition when imparting; An exhaustive investigation of the reason for correspondence; In arranging correspondence, meeting should both be top

down and base up, while all actualities are rendered verifiable and express; Consideration ought to be given to the substance and tone of the messages; Whenever conceivable, the dialect or tone ought not be just be enlightening and rich, but rather should be messages the collector would discover significant; Communication messages that are exact and are of short run regularly have long run significance; All partners ought to be urged to be great audience members; Immediate activities must be went with and achieved with correspondence; and Communication that would be compelling require a development and successful criticism component process.

Femi (2014) indicated that in the present world, correspondence is an imperative segment of association movement. Since the worldwide world has turned out to be across the board, most associations need to address their issues with a lower asset moral through correspondence. The examination inspects the noteworthy connection among correspondence and specialists' execution in some chose associations in Lagos State, Nigeria. Information for the examination was gathered through poll with test populace of 120 respondents. The aftereffect of this investigation uncovers that a relationship exists between powerful correspondence and specialists' execution, profitability and responsibility. The examination prescribed that managers utilizing fasten correspondence design need to speak with representatives frequently to enhance laborers duty and execution.

Inedegbor (2012) investigated the impact of business communication patterns on employee's satisfaction in Nigerian companies. Utilizing the review strategy, the investigation acquired example information from 100 little and extensive assembling and administration organizations working in Lagos State of Nigeria. The exploration instrument indicated empowering proof of dependability and legitimacy. Information were broke down utilizing spellbinding measurements, rates and t-test investigation. The examination found that compelling chain correspondence design is underlined to a sensible degree in the reviewed Nigerian organizations. Notwithstanding, the 'level of accentuation's was an issue of degree. It was likewise discovered that the degree of practices of successful business correspondence, were identified with the classification

of business (benefit as opposed to assembling) and its size. This examination consequently looked to assess the effect of employee communication on organization performance in Kenya's horticultural sector.

Turkulainen (2016) builds up the comprehension of project partner administration through analyzing how partner communication is encouraged and overseen amid the distinctive periods of the project's life cycle. By expanding on the data preparing view and the partner notability system, our examination demonstrates how partner communication rehearses shift among the indifferent, individual, and gathering methods of communication. We additionally demonstrate how these practices rely upon partners' striking nature and project life cycle stage. The outcomes show that a dynamic methodology is required to understanding partner administration; distinctive communication hones are required over the project's life cycle, which can be clarified by the differing degrees of partner remarkable quality.

Nebo, Chidiebere, Ngozi and Ifeoma (2015) examined the job of successful Communication on Organizational Performance, Nnamdi Azikiwe University. The issue that prompted the examination is the question and postponements in the entrance to data that would expand execution of staff. The overview inquire about technique was received for the examination and the investigation depended much on optional and essential information. The number of inhabitants in this exploration work was drawn from the Academic and Non-scholarly staff of UNIZIK. The populace is comprised of 170 non-scholarly and 130 Academic Staff. The example size of 166 was resolved utilizing Taro Yamane method and stratified irregular inspecting. Chi-square χ^2 was used to examination the theories. For moment, there is a critical connection between viable communication and worker execution in UNZIK. The discoveries from the investigation demonstrate that compelling communication is the solution for powerful and proficient administration execution of representatives in an association. The scientist prescribes that there is requirement for each association to try and make viable communication a basic fundamental piece of its administration techniques and guide out a vital methods for putting away information's; for this will likewise decrease loss of

basic data and it will limit authoritative clash, less misconstruing and improve data administration.

Tannenbaum and Schmidt (2015) plot four administration communication styles that expansion worker work fulfillment and improve the intuitive procedure. These styles are "tell, offer, counsel, and join". Every one of these four communication styles produces diverse responses from representatives and at last has an effect on work fulfillment. Tell, offer, counsel, and join communication styles are investigated in this examination to decide their effect on representative occupation fulfillment in associations.

Muchinsky (2017) theorized that "a standout amongst the most slippery hierarchical factors is that of communication, in light of the fact that authoritative communication is such a dynamic marvel, it keeps on being a troublesome idea to quantify". The communication styles managers use to convey an association's message is a subset of those tricky hierarchical factors and are similarly hard to gauge. The director's information of how communication is gotten by subordinates is basic while making gainful and enduring connections among administration and workers. Fitting communication styles are central to the achievement of associations since they directly affect the activity fulfillment of workers.

Pettit, Goris and Vaught's (1997) investigation of 302 workers at two assembling firms illustrated the immediate relationship among communication and occupation fulfillment. The examination revealed a connection between communication styles of telling, offering, counseling, or joining and work execution and employment fulfillment. Besides, these specialists showed indicators of occupation fulfillment identifying with communication were "exactness of data, want for connection, communication stack, trust in prevalent, impact of predominant, and fulfillment with communication". Every one of the four communication styles portrayed by Pettit, Goris, and Vaught required a style of deliverance. Richmond and McCroskey (2000) clarify that managers utilize one of the "four communication styles of telling, pitching, counseling or joining to deliver gainful fulfilled workers".

2.2.3 Wheel Pattern of Communication

In wheel pattern of communication all subordinates get directions from one unrivaled. This is profoundly incorporated kind of communication arrange where each subordinate gets directions or guidelines from a solitary specialist or prevalent 'An' and needs the quick input. Exceptionally brought together hierarchical structure will hinder the improvement of expansive casual communications systems in light of the fact that most communication was constrained "through appropriate channels". The working of military units gives a decent case of this standard, while a war zone is probably going to be overflowing with gossip, the real arrangements of troops and assets is normally halfway controlled by methods for formal communicational channels. The centrality of the systems additionally influenced pioneer development and gathering part fulfillment. In both basic and complex undertakings, concentrated gatherings had a tendency to concur that individual C, involving the focal position, was the pioneer. Neglectfully, C developed as the pioneer in incorporated system in light of the fact that the other gathering individuals were so totally subject to C for their data. In decentralized systems, in any case, nobody position in the system rose as the initiative position. Gathering part fulfillment, then again, had a tendency to be higher in decentralized systems for all kind of assignments. Indeed, fulfillment was most elevated in the "hover" next most elevated in the "chain" and after that in the wheel. The haggle is appraised as the best as far as high occupation execution. In any case, assurance is fundamentally higher in the hover, and, for complex issues, the circle and all-channel systems are quicker and more compelling.

Lunenburg (2011) studied on wheel examples and examination: underused sources to enhance communication adequacy. Other than wheel designs, another strategy to help school executives examine communication streams and examples is organize examination. In wheel designs, a two-level progression is the most organized and unified of the examples in light of the fact that every part can speak with just a single other individual. For instance, an administrator of schools and the individuals who are his prompt subordinates (collaborator director for business, guidance, faculty, and right

hand to the director), most likely frame a wheel organize. The director is an, and his right hand administrators are B, C, D, and E, individually. The four subordinates send data to the administrator, and the director sends that data back to them, ordinarily as choices.

Ramos (2012) did study effects of wheel pattern on staff's performance in the North West region of an insurance company. Study indicated that wheel pattern good at solving problems among company's staffs. In the wheel design there is a man, gathering or office that possesses a focal position. The North West district of an insurance agency had been requested to expand deals by focal office, and afterward the North West provincial supervisor would be at the focal point of arrangement activity speaking with neighborhood managers about the most ideal path forward. The pioneer in this system is the territorial chief. A model is a head office speaking with a business people working in locales.

Zulch (2014) identified the important characteristics that a project manager should possess to ensure successful communication. The characteristics of a project manager indicate the type of leader and leadership style that the project manager applies during the management of projects. Method: A research questionnaire focusing on communication skills of project managers, in terms of importance for the staffs satisfaction and successful management of projects was circulated.

The consequences of the study were accumulated and broke down. The consequences of the exploration delineate those attributes which are vital for overseeing projects effectively. The attributes additionally show by suggestion the project managers' initiative styles with overseeing projects. The ramifications of this exploration might be in understanding the impact of the project director attributes. This may demonstrate to engineers and development organizations that they should give careful consideration to the qualities of project managers' and their abilities in communication, with a specific end goal to enhance the result of projects and to profit the development business all in all. The esteem is that the building business, particularly project managers, should know the impact and impact a style of initiative has on the administration of projects and that

these attributes are fundamental for viable finishing of projects. End and proposal: Knowledge of the attributes and authority styles taken after by development project managers will add to taking care of communication issues. The project administrator needs to total up the circumstance and afterward adjust a style as indicated by that particular circumstance (Zulch, 2014).

Makatsoris (2009) study shows that project staffs performance remains a prominent issue in project delivery all over the world. This is so because projects involve defined objectives which must be achieved and numerous resources which need to be efficiently utilized. Consequently, the objective of this paper was to identify if communication and organization culture influence project staffs performance in NGO's in South Sudan. A total of 124 questionnaires were distributed to 3 strata of project team members; namely top management level, middle level management and field operations staff. The survey findings revealed that all the 3 strata agree that the above factors influence project performance in several ways. These include; the importance of effective communication during project implementation; how the project organization relates to the internal and external environment, the availability of organization core values and internal systems that guide performance and their efficiency and effectiveness at every level in the organization. From the study findings, it is recommended that communication is a key influence of project performance therefore there is need for organizations to put an emphasis on effective communication while sharing critical project information and throughout project delivery. There is also need for an organization to have a strong organization leader and culture which means well defined vision, mission and core values therefore adherence to the set rules and regulations.

Henderson (2015) builds up the significance of communication design in the administration of projects. In any case, little is thought about the social parts of project managers' communication competency particularly as they identify with significant results in staffs fulfillments and virtual situations. This article provides details regarding a review based research investigation of 564 respondents from the Chief Project Officer Web website that approves and expands an examination model of project managers'

skills in deciphering and encoding communication, the fulfillment and efficiency of their colleagues, and the level of virtuality present in the project. The discoveries demonstrate that project managers' abilities in translating and encoding communication fundamentally contribute to colleague fulfillment and profitability. Furthermore, geographic scattering plays a startling and critical job in how project managers' competency in unraveling and encoding communication impacts colleague fulfillment and efficiency.

Salvador (2013) showed that projects can diminish the event of glitches in their activities by building abilities to counteract them. The investigation inspected the effect of operational glitches on conveyance execution which is dependent upon the formalization of intra firm communication examples and this impact is more grounded when formal communication channels are supplemented with casual channels. The examinations tried the model in an example of 163 make-to-arrange creation procedures and discover bolster for the main theory and incomplete help for the second speculation. The measurable examinations likewise uncover no theorized observational regularities, which we investigate through an extra subjective examination in light of 34 site visits and 30 interviews with generation organizers. The outcomes have useful ramifications for the outline of intra hierarchical communication examples, and they likewise add to the exploration on authoritative strength and communications by demonstrating that when adapting to disturbances, the formal communication designs have favorable circumstances.

2.3 Summary and Research Gaps

In summary scholars have evaluated various studies related to this study for example Kerzner and Kerzner (2017) examined Project management on a systems approach to planning, scheduling, and controlling; Makatsoris (2009) attempted An Information and Communication Technologies–Based Framework for Enhancing Project Management Education through Competence Assessment and Development; Mutuku and Mathooko (2014) covered the effects of organizational communication on employee motivation: A case study of Nokia Siemens Networks Kenya.

Further Nangoli (2010) examined the Effect of Employee Communication on Organization Performance in Kenya's Horticultural Sector, Human Factors and Ergonomics in Manufacturing. It is evident that none has assessed the effect of communication patterns on project performance; this creates the gap to be filled by the study. The study therefore assessed the effect of communication patterns on performance of county government funded projects in Kenya. A case of Uasin Gishu County funded projects, Kenya.

2.4 Conceptual Framework

The study was guided by a conceptual framework showing the relationship between the dependent and independent variables. The independent variables were; circle communication pattern, chain pattern of communication and wheel pattern of communication while dependent variable was project staff satisfaction

Independent variable
variable

Dependent

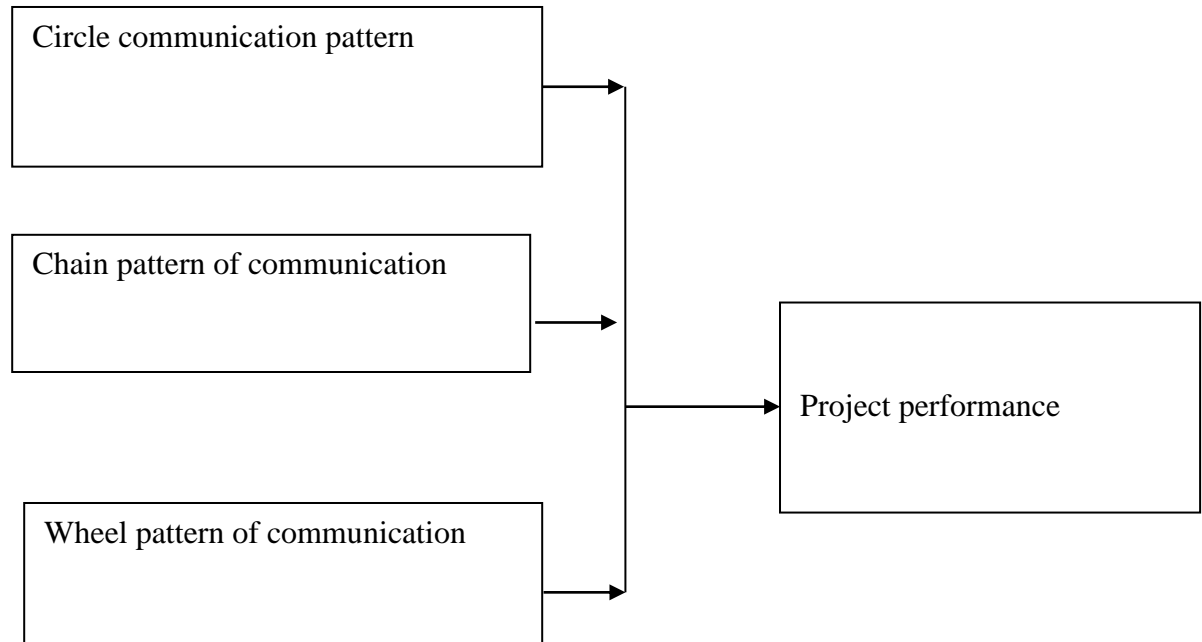


Figure 2.1 Conceptual Framework

2.5 Operationalization of Variables

Table 2.1: Operationalization of variables

Category	Objective	Variable	Measurement scale	Analysis technique
Independent variable	Circle communication pattern	Sharing of information's	Nominal	Descriptive
		Group satisfactions	Nominal	Descriptive
		Flow of information	Nominal	Descriptive
	Chain pattern of communication	Speed of communication	Nominal	Descriptive
		Leader decision on message passed	Nominal	Descriptive
		Accurate of message	Nominal	Descriptive
	Wheel pattern of communication	Opportunity to ask questions	Nominal	Descriptive
		Efficient of passing message	Nominal	Descriptive
		Communication control	Nominal	Descriptive
Dependent variable	Project performance		Ordinal	Inferential

2.6 Chapter Summary

In summary, running projects all over the world today is very challenging since all the factors of production needs to be harmonized for optimal productivity. Project staffs constitute the biggest challenge because unlike other inputs, project staffs management demands skillful handling of thoughts, feelings and emotions to secure highest productivity. Therefore, in order for project staffs to be productive they should be satisfied in the job. Project communication pattern plays an important role in this challenge of project staffs satisfaction (Buford, 2014).

Circular Theory of communication is used in this study to show how effective communication can be achieved. The study adopted Osgood and Schramm's circular theory of communication (Kolltveit, 2004). This theory is based on Shannon and Weaver's communication theory. Schramm also believes that the communication process should consist of a sender, channel and receiver. However, Schramm explains that while one person is speaking, the other is listening.

The literature review includes; circle communication pattern, chain pattern of communication and wheel pattern of communication. Circle communication is a type of gathering trade that assembles a system of connections, a feeling of network. Through practices of undivided attention, deliberate talking, and cognizant self-observing, circle communication accentuates singular commitment while building accord to satisfy the reason for the gathering. In such manner, circle communication underpins a mutual initiative in which all individual and exceptional points of view are locked in to make the shared opinion for activity.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter described the research design, target population, sample size, sampling technique, data collection instruments, data collection procedures and data analysis and presentation.

3.1 Research Design

Research design is a blueprint of research, dealing with at least four problems; what questions to study, what data are relevant, what data to collect, and how to analyze the results (Philliber, Schwab Samsloss, 2012). In this study, a case study design was used because it was conducted at a single County leaving aside the numerous counties in Kenya. Case study design was selected because it will consume little time and therefore coping with the few resources allocated to the researcher. The case study design is cheaper in terms of finance and therefore favoring the limited funds that was allocated to the researcher in data collection.

3.2 Target Population

Bless and Higson (2013), define a population as the entire set of people, events or objects which is the object of research and about which the researcher wants to determine some characteristics. Therefore the targeted population for this study comprised of project staffs of the Uasin Gishu County Government. The study targeted the project heads, and project employees. The total target population therefore is 156 respondents.

Table 3.1: Population of the study

Category	Population
Project Heads	23
Project Employees	133
Total	156

Source: County Government of Uasin Gishu, (2018)

3.3 Sample and Sampling Techniques

Sample size refers to the number of observations or replicates to include in a statistical sample Orodho (2012). Sampling technique refers to a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population. According to Mugenda & Mugenda (2003), for a population of less than 100, 100% of the population is taken to calculate the sample size, for a population of between 100 to 1000, 30% of the population is taken, for a population of 1000 – 10 000, 10% of the target population is taken to represent the target population and finally for any target population above 10000, 1% is taken to calculate the sample size. The selected sample was 47 respondents.

Table 3.2: Sample size

Category	Population	Sample Size
Project Heads	23	7
Project Employees	133	40
Total	156	47

Purposive sampling technique was used to draw a sample from project heads that are responsible for communication of their staff. This technique was employed to select project employees.

3.4 Instruments

In this study, data collection instruments were used. Primary data instruments entailed the application of questionnaires data collection methods.

3.4.1 Questionnaires

This research used questionnaires as one of the methods for primary data because it is economical and answers obtained can be easily interpreted since they are responses to standardized questions (Kombo et.al, 2011). The researcher used both open and closed-ended questionnaires and therefore, was able to collect required information as it allowed the respondents to have an open ground to express what they felt on the questions that was targeted to them.

3.5 Pilot Study

In order to ascertain validity and reliability of the research instruments, the researcher piloted research instruments in the County Governments of Kisumu, which was not be part of the target population of this study. The pilot respondents represented less than 10 percent of the sample size. The results of the piloted research instruments enabled the researcher to determine the consistency of responses to be made by respondents and adjust the items accordingly by revising the document.

3.5.1 Validity of the Instrument

The research purposes to ensure validity of research instruments by using simple language free from jargon to make it easily understood by the respondents. To test validity, the research instruments to be used in the study was availed to the supervisors and other specialized lecturers in the field of study in the School to review the test items to ensure that they are based on the content area before commencing on the real data collection. The researcher also intends to seek the opinion of individuals who can render intelligent judgment about their adequacy (Sayer, 2011). The researcher therefore gave

to the supervisor and other research experts to ensure that the questions test or measure what they are supposed to measure. Content validation measure was used in the study which is usually subjective thorough and it is the representative of the wider body of material that the research is trying to assess.

3.5.2 Reliability of the Instrument

According to Creswell (2000) poses a question to researchers that if you administer a test to a subject twice, do you get the same score on the second administration as you did on the first? The reliability of test is the answer to this question Kombo and Tromp, (2006). Information gathered from the pilot study was utilized to register the unwavering quality of the instruments' things. The Cronbach's alpha was connected on the outcomes got to decide how things associate among themselves in a similar instrument. Cronbach's Alpha of more than 0.7 was taken as the cut off an incentive for being satisfactory which improved the recognizable proof of the nonessential factors and erased factors. In any case, the Cronbach's coefficient alpha that is under 0.7 suggests that the exploration instruments are not dependable and the specialist would make vital adjustments previously utilizing the instruments to gather information. The test re-test strategy was utilized to evaluate the unwavering quality of the instruments. This included directing a similar test twice to a similar gathering of respondents who have been recognized for this the examination explore.

3.6 Data Collection Procedure

The researcher personally administered the research instruments upon prior visit that assisted in refining distribution of questionnaires. The visit gave a harsh photo of the desires. The analyst concurred with the respondents when the exploration instruments were managed and particular date of gathering the polls when every one of the respondents will have had sufficient time to make reactions

3.7 Data Analysis and Presentation

Data analysis was done after collecting all the filled questionnaires. The quantitative data was analyzed using content analysis. Filled questionnaires was subsequently sorted, coded, categorized and tabulated into excel program. Descriptive statistics was used to analyze the data. Data analyzed was presented using table, graphs and figures.

3.8 Ethical Considerations

Informed consent was obtained from participants before the start of data collection. Those who declined to participate in the study are not discriminated. Those who wish to withdraw from the study on the process were respected and their wish granted. No form of coercion or inducement were applied in selecting participants but was on the basis of voluntary participations. The research instruments containing collected information were locked in drawer with keys held by researchers only. The coded data was stored in computer under passwords which are known only to authorize person who participated in data analysis and presentation to ensure safety of information.

3.9 Chapter Summary

Chapter three discusses the research methodology of the study. A case study design was used to collect data. The total target population of the study was 156 respondents. The selected sample was 47 respondents. Purposive sampling technique was used to draw a sample from project heads that are responsible for communication of their staff. Primary data instruments will entail the application of questionnaires, interviews and observation data collection methods. The researcher personally administers the research instruments upon prior visit that assisted in refining distribution of questionnaires. Data analysis was done after collecting all the filled questionnaires. The quantitative data was analyzed using content analysis. Filled questionnaires was subsequently sorted, coded, categorized and tabulated into excel program. Descriptive statistics was used to analyze the data. Data analyzed was presented using table, graphs and figures. Informed consent was obtained from participants before the start of data collection. Those who declined to

participate in the study will not be discriminated. Those who wish to withdraw from the study on the process were respected and their wish granted.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

Chapter four presents the analysis, presentations, discussions and interpretations of the data collected from the research instrument.

4.1 Response Rate

The study sample size was 47 respondents and the study collected data from 45 respondents. Therefore the respond rate was 95.7%. In making conclusions for the study this response rate was satisfactory as per Mugenda and Mugenda (1999). The response rate was representative, a 50% response rate is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. The response rate was considered to be excellent, based on the assertion. The data collected was, therefore, valid for analysis and generalization.

Table 4.1 Response Rate

	Population	Percentage
Administered	47	100
Responded	45	95.7

4.2 Respondents Demographics

4.2.1 Gender of the Respondents

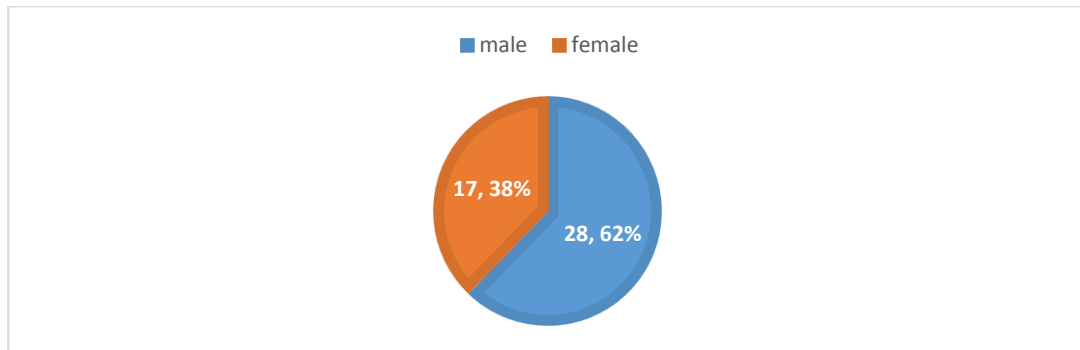


Figure 4.1 Gender of the Respondents

The researcher obtained the gender details as majority were male 28(62%) while the rest 17(38%) were female. An indication that the researcher observed the gender balance. It also means that Uasin Gishu Government observes gender balance in the recruitment.

4.2.2 Age Brackets of the Respondents

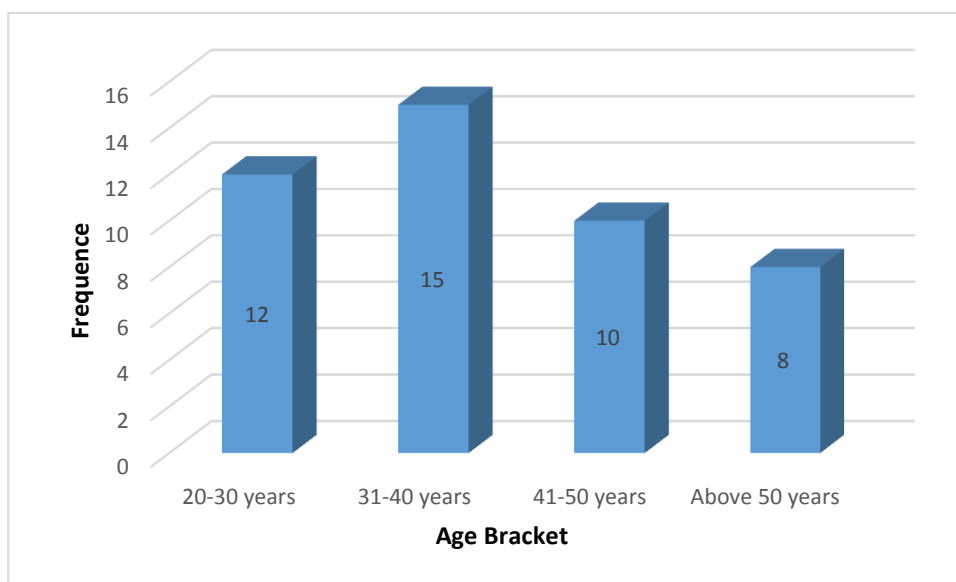


Figure 4.2 Age Brackets of the Respondents

The study established that most of the respondents 15(33.3%) were aged between 31-40 years followed by 12(26.7%) those aged between 20-30 years. Those aged between 41-50 years were at 10(22.2%) while those over 50 years were the least at 8(17.8%). This indicates that the researcher got the views from different age groups avoiding biasness in the study.

4.2.3 Education Level of the Subjects

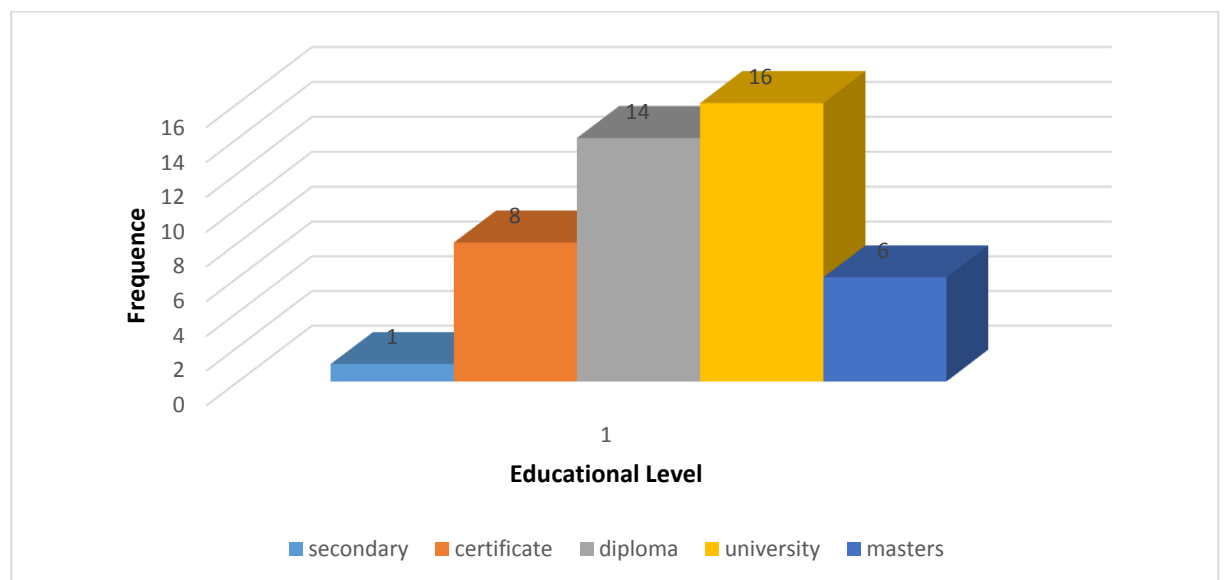


Figure 4.3 Level of Education of the Respondents

The respondents were also requested to indicate their highest level of education and the research showed that majority 16(35.6%) were graduates followed by diploma holders 14(31.1%). Those with certificate at 8(17.8%), those with masters 5(11.1%) and the least secondary at 1(2.2%).An implication that most of the respondents were learned and they provided correct information.

4.3 Analyses of Independent Variables

4.3.1 Circle Communication Pattern

In this section, the research tries to know the level of agreement on various elements in regard to circle communication pattern. The level of agreement was measured in a 5 level scale ranging from strongly agree to strongly disagree.

Table 4.2 Circle Communication Pattern

Statements		SA	A	UD	D	SD	Total
Sharing of information's influence	F	15	27	3	0	0	45
project performance	%	33.3	60	6.6	0	0	100
Group satisfactions affects project	F	23	22	0	0	0	45
performance	%	51.1	48.9	0	0	0	100
Flow of information affects project	F	12	30	0	3	0	45
performance	%	26.7	66.7	0	6.7	0	100

The study found out that 15(33.3%) strongly agree, 27(60%) agree and 3(6.6%) undecided that sharing of information's influence project performance. This indicates that the subjects agreed. The respondents also agreed on the statement that group satisfactions affects project performance since 23(51.1%) strongly agree and 22(48.9%) agree and on whether flow of information affects project performance 12(26.7%) strongly agree, 30(66.7%) agree and 3(6.7%) disagreed with the statement which indicates that the statement was agreed.

The study results clearly shows that majority of the subjects were in an agreement with the fact that flow of information affects project performance. This implies that circle communication supports a shared leadership in which all individual and unique perspectives are engaged to create the common ground for action.

The research results is supported by Nangoli (2010) who studied the relationship between project communication, individual commitment, social networks and perceived project performance of citizenship projects in Commercial Banks circle communication pattern is useful in motivating project staffs and found out that there were significant positive relationships between circle communication pattern, individual commitment, social networks and staffs satisfactions.

4.3.2 Chain Pattern of Communication

Further, the study tried to know the level of the subject's agreement on various elements in regard with chain pattern communication. The results of the research is shown in the table below

Table 4.3 Chain Pattern of Communication

Statements		SA	A	UD	D	SD	Total
Speed of communication affects project performance	F	22	21	2	0	0	45
	%	48.	46.7	4.4	0	0	100
Leader decision on message passed affects project	F	12	23	6	4	0	45
	%	26.	51.1	13.3	8.8	0	100
Accurate of message affects project performance	F	14	27	0	4	0	45
	%	31.	60	0	8.8	0	100

The study established that overall, the respondents were sure with the statement that speed affects project performance and their agreement level was 22(48.9%) strongly agree, 21(46.7%) agree and 2(4.4%) were undecided. However, 12(26.7%) strongly agreed, 23(51.1%) agreed, 6(13.3%) undecided and 4(8.8%) disagreed on the statement that leader decision on message passed affects project. On whether the accuracy of message affects project performance 14(31.1%) strongly agreed, 27(60%) agreed and 4(8.8%) disagreed with the statement.

The research findings shows that majority of the subjects were in an agreement with the statement that speed of communication affects project performance. This implies that chain in chain pattern communications one can send a message and it reaches all members of the group over a short time increasing the speed and therefore improving the performance.

The study concedes with Akintaro (2016) who looked at the effect of effective communication pattern on staffs satisfaction and organizational performance and found out that there is a positive relationship between communication pattern and efficient organizational staff performance.

4.3.3 Wheel Pattern of Communication

The study also sought to know the level of agreement on various issues concerning wheel pattern of communication. The research findings are shown in the table below.

Table 4.3 Wheel Pattern of Communication

Statements				SA	A	UD	D	SD	Total
Opportunity to ask questions has enhance project performance	F	17	25	3	0	0	0	0	45
	%	37.	55.6	6.7	0	0	0	0	100
Efficient of passing message has enhance project	F	8	25	20	0	0	0	0	45
	%	55.	44.4	0	0	0	0	0	100
Communication control has enhance project performance	F	6	12	15	3	15	0	0	45
	%	26.	33.3	6.7	33.3	0	0	0	100

The study found out that respondents agreed that overall, efficient of passing message has enhance project as indicated by 25(55.6%) strongly agree and 20(44.4%) agree. The respondents agreed with the statement that opportunity to ask questions has enhance

project performance as evidenced 17(37.8%) strongly agree, 25(55.6%) agree and 3(6.7%) were undecided. Finally the subjects agreed with the statement that communication control has enhanced project performance as it is shown in the table 12(26.7%) strongly agree, 15(33.3%) agree, 3(6.7%) undecided and 15(33.3%) disagree.

It is clear from the above results that efficient of passing message has enhanced project performance. This implies that in wheel pattern problems are less and the method is quick. There is no distortion of information by other members of the group while passing out the information.

The research results agrees with Ramos (2012) who studied the effects of wheel pattern on staff's performance in the North West region of an insurance company which indicated that wheel pattern is good at solving problems among company's staffs

4.3.4 Project Performance

The study is trying to find out various elements concerning the project performance of Uasin Gishu County and the findings are as shown below.

Table 4.4 Project Performance

Statements		SA	A	UD	D	SD	Total
Projects are completed in time	F	8	13	10	9	5	45
	%	17.	28.9	22.2	20	11.1	100
Completed projects meet the	F	12	20	7	6	0	45
desired quality	%	26.	44.4	15.6	13.3	0	100
The cost of project is too high	F	7	25	8	5	0	45
	%	15.	55.6	17.8	11.1	0	100

The study established that the respondents agreed on projects are completed in time is evidenced by 8(17.8%) agreeing strong, 13(28.9%) agreeing, 10(22.2%) undecided, 9(20%) disagreeing and 5(11.1%) strongly disagreeing. The most agreed with the statement that Completed projects meet the desired quality 12(26.7%) strongly agree, 20(44.4%) agree, 7(15.6%) undecided and 6(13.3%) disagree and finally 7(15.6%) strongly agree, 25(55.6%) agree, 8(17.8%) undecided and 5(11.1%) disagree with the statement that the cost of project is too high.

4.3 Limitations of the Study

This study was undertaken only in Uasin Gishu County. Additionally the study used case study design in which participants didn't not behave naturally when they knew they were being observed. A major limitation was that the respondents found the study sensitive and become suspicious of its intention, perhaps assuming their responses may affect or interfere with their job positions. In order to overcome this limitation, ethical considerations completely adhered to, and respondents were assured of maximum confidentiality.

4.4 Chapter Summary

Chapter three discusses the analysis, presentations, discussions and interpretations of the data collected from the research instrument. It started with introduction, respondents Demographics information's such as gender, age bracket and educational level. The descriptive statistics was done according to specific objectives. Lastly the chapter presents the limitation of study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the findings, conclusions and recommendations.

5.1 Summary of the Findings

5.1.1 Circle Communication Pattern

The study found out that 15(33.3%) strongly agree, 27(60%) agree and 3(6.6%) undecided that sharing of information's influence project performance. This indicates that the subjects agreed. The respondents also agreed on the statement that group satisfactions affects project performance since 23(51.1%) strongly agree and 22(48.9%) agree and on whether flow of information affects project performance 12(26.7%) strongly agree, 30(66.7%) agree and 3(6.7%) disagreed with the statement which indicates that the statement was agreed.

The study results clearly shows that majority of the subjects were in an agreement with the fact that flow of information affects project performance. This implies that circle communication supports a shared leadership in which all individual and unique perspectives are engaged to create the common ground for action.

The research results is supported by Nangoli (2010) who studied the relationship between project communication, individual commitment, social networks and perceived project performance of citizenship projects in Commercial Banks circle communication pattern is useful in motivating project staffs and found out that there were significant positive relationships between circle communication pattern, individual commitment, social networks and staffs satisfactions.

5.1.2 Chain Pattern of Communication

The study established that overall, the respondents were sure with the statement that speed affects project performance and their agreement level was 22(48.9%) strongly agree, 21(46.7%) agree and 2(4.4%) were undecided. However, 12(26.7%) strongly agreed, 23(51.1%) agreed, 6(13.3%) undecided and 4(8.8%) disagreed on the statement that leader decision on message passed affects project. On whether the accuracy of message affects project performance 14(31.1%) strongly agreed, 27(60%) agreed and 4(8.8%) disagreed with the statement.

The research findings shows that majority of the subjects were in an agreement with the statement that speed of communication affects project performance. This implies that chain in chain pattern communications one can send a message and it reaches all members of the group over a short time increasing the speed and therefore improving the performance.

The study concedes with Akintaro (2016) who looked at the effect of effective communication pattern on staffs satisfaction and organizational performance and found out that there is a positive relationship between communication pattern and efficient organizational staff performance

5.1.3 Wheel Pattern of Communication

The study found out that respondents agreed that overall, efficient of passing message has enhanced project as indicated by 55.6% strongly agreed and 44.4% agree. The respondents agreed with the statement that opportunity to ask questions has enhance project performance as evidenced 37.8% strongly agree, 55.6% agree and 6.7% were undecided. Finally the subjects agreed with the statement that communication control has enhanced project performance as it is shown in the table 26.7% strongly agree, 33.3% agree, 6.7% undecided and 33.3% disagree.

It is clear from the above results that efficient of passing message has enhanced project performance. This implies that in wheel pattern problems are less and the method is quick. There is no distortion of information by other members of the group while passing out the information.

The research results agrees with Ramos (2012) who studied the effects of wheel pattern on staff's performance in the North West region of an insurance company which indicated that wheel pattern is good at solving problems among company's staffs.

5.2 Recommendations

From the study findings all the three forms of communication have positive effects on project performance for example circle communication pattern, chain pattern of communication and wheel pattern of communication. Uasin Gishu county Government is therefore encouraged to integrate all the three forms of communication for effective communication leading to improved project performance.

5.3 Conclusions

The study concluded that flow of information affects project performance. This implies that circle communication supports a shared leadership in which all individual and unique perspectives are engaged to create the common ground for action.

The study concluded that speed of communication affects project performance. This implies that chain in chain pattern communications one can send a message and it reaches all members of the group over a short time increasing the speed and therefore improving the performance.

The study concluded that efficient of passing message has enhanced project performance. This implies that in wheel pattern problems are less and the method is quick. There is no distortion of information by other members of the group while passing out the information.

REFERENCE

- Akintaro, O. A. (2016). The impact of effective communication pattern on stakeholders' satisfaction and organizational performance. *Journal of Advanced Research in Social and Behavioural Sciences*, 7(1), 83-95.
- Johnson, F. C., & Klare, G. R. (1961). General models of communication research: A survey of the developments of a decade. *Journal of Communication*, 11(1), 13-26.
- Wellman, B., & Gulia, M. (2018). Net-surfers don't ride alone: Virtual communities as communities. In *Networks in the global village* (pp. 331-366). Routledge.
- Kush, J. (2016). The Influence of Communication Networks and Turnover on Transactive Memory Systems and Team Performance.
- Lee, J. Y., Kozlenkova, I. V., & Palmatier, R. W. (2015). Structural marketing: Using organizational structure to achieve marketing objectives. *Journal of the Academy of Marketing Science*, 43(1), 73-99.
- Zivkovic, S. (2015). *Impact of the relationship between managers and the board of directors on financial performance of agricultural cooperatives* (Doctoral dissertation).
- Lundgren, R. E., & McMakin, A. H. (2018). *Risk communication: A handbook for communicating environmental, safety, and health risks*. John Wiley & Sons.
- Ika, L. A., & Donnelly, J. (2017). Success conditions for international development capacity building projects. *International Journal of Project Management*, 35(1), 44-63.
- Hedlund, G. (2016). Assumptions of Hierarchy and Heterarchy, with Applications to the Management of the. *Organization Theory and the Multinational Corporation*, 211.
- Michaels, C. L. (2002). Circle communication: an old form of communication useful for 21st century leadership. *Nursing administration quarterly*, 26(5), 1-10.
- Bose, S. (2003). Quantum communication through an undulated spin chain. *Physical review letters*, 91(20), 207901.

- Udra&Riungu, C. (2006). A thorn on every rose for Kenya's flower industry. *The East African*, Nairobi, February 21.
- Bellou and Adranikids (2008). "An Experimental Approach to Organizational Communication", Personnel.
- Kerzner, H., & Kerzner, H. R. (2017). *Project management: a systems approach to planning, scheduling, and controlling*. John Wiley & Sons.
- Buford, (2014). "Organizational Structure and Internal Communication as Antecedents of Employee-Organization Relationships: A Multilevel Analysis"
- Charles. A & O'Reilly, (2012). "The Intentional Distortion of Information in Organizational Communication: A Laboratory and Field Investigation".
- Chebet.J. (2015). Determinants of employees' performance in the county governments of Kenya; a case of Bungoma County. *Global business and management research: an international journal*, 6(37-51).
- Femi. A. F. (2014). The Impact of Communication on Workers' Performance in Selected Organizations in Lagos State, Nigeria. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 19(8), 75-82.
- Henderson. L.S. (2015). The Impact of Project Managers' Communication Competencies: Validation and Extension of a Research Model for Virtuality, Satisfaction, and Productivity on Project Teams. University of San Francisco, San Francisco, CA, USA.
- Inedegbor, M.U., Ahmed, K.O., Ganiyat, O.A., & Rashdidat. (2012). Impact of business communication on organizational performance in Nigerian companies. *Australian Journal of Business and Management Research*, 2(1), 16-26.
- Jun B. & Maplecroft (2010). *Labour standards and Environmental Report*, Q3. Maplecroft, Human rights monitoring, Maplecroft.
- Karimi (2013). The impact of communication on employee motivation in the Kenyan public service: a case study of postal corporation of Kenya.
- Key, Key (1999). Invitational lecture. Predicting the evolution of human influenza A. *Journal of Heredity*, 91(3), 183-185.
- Kibe.C.W, (2014). Effects of Communication Strategies on Organizational Performance: A Case Study of Kenya Ports Authority

- Kuei& Naves, P. (2012). Management Communication and Employee Performance: The Contribution of Perceived Organizational Support. RoutledgeTaylor and Francis Company. *Human Performance*, 25, 452–464.
- Lunenburg. F. C. (2011). Network patterns and analysis: underused sources to improve communication effectiveness. *National forum of educational administration and supervision journal*, 28(4).
- Makatsoris.C. (2009). An Information and Communication Technologies–Based Framework for Enhancing Project Management Education through Competence Assessment and Development
- Mullins, (2013). *Effective Organizational Communication: Perspectives, Principles and Practices*, New York, Prentice Hall.
- Mutuku, C. K. & Mathooko, P. (2014). Effects of organizational communication on employee motivation: A case study of Nokia Siemens Networks Kenya. *International Academic Journal of Information Sciences and Project Management*, 1 (3), 28-62
- Nangoli (2010) Effect of Employee Communication on Organization Performance in Kenya's Horticultural Sector. Human Factors and Ergonomics in Manufacturing. *International journal of business*, 19(6) 544–567.
- Nebo, Chidiebere S. Nwankwo, Precious Ngozi&Okonkwo, Rita Ifeoma (2015). The role of effective communication on organizational performance: a study of nnamdi azikiwe university, *awkaeview of Public Administration and Management*, 4(8).
- Paasivaara. M. Tuomas. N, Arttu P, Casper. L (2012). Reflecting the choice and usage of communication tools in global software development projects with media synchronicity theory. *Journal of software: evolution and process. Softw.Evol.and Proc.* 24:677–692.
- Proctor, T. (2014). *Strategic marketing: an introduction*. Routledge.
- Ramos, P. P. (2012). Network models for organizations. New York, NY: Palgrave Macmillan.
- Riungu, C. (2007). Flower exports Flourish despite odds. *The East African*, Nairobi, May 21.

- Salley, Omwenga, B. (2013). Kenya's Competiveness in the Floriculture Industry: A Test of Porters Competitive Advantage of Nations model.
- Shonubi, A.O., Akintaro, A.A, (2016). The Impact Of Effective Communication On Organizational Performance. *The International Journal of Social Sciences and Humanities Invention* 3(3), 1904-1914.
- Shonubi,A.O. ,Akintaro,A.A (2016). The Impact Of Effective Communication On Organizational Performance. *The International Journal of Social Sciences and Humanities Invention*, 3(3),1904-1914.
- Stoldt, G. Ken & Martin, J. Ganon (1987). "*Organization Effectiveness in Entrepreneurship and Professionally Managed Firms*
- Turkulainen. V, Aaltonen. K. P.L (2014).Managing Project Stakeholder Communication:TheQstock Festival Case, *Decision Sciences*, 45(3).
- Zulch, B. (2014). Leadership communication in project management.*Procedia-Social and Behavioral Sciences*, 119, 172-181.

APPENDIX I: QUESTIONNAIRE

Please note

-Tick where appropriate

Key- **S.A** (Strongly Agree) **A** (Agree) **S.D** (Strongly Disagree) **N.S** (Not Sure)

PART A: BACKGROUND INFORMATION

1. What is your Gender?

Male

☐

Female

☐

2. What is your Age Bracket?

20-30 years

☐

31-40 years

☐

41- 50 years

☐

Above 50 years

☐

3. What is your level of education?

a) Secondary

☐

b) Certificate

☐

c) Diploma

☐☐

d) University

☐

e) Masters

SECTION B: SPECIFIC INFORMATION

Q1. To determine the effect of circle communication pattern on project performance

In your own opinion do you agree to the following statements on how the circle communication pattern affects project performance?

(**SA:** Strongly Agree; **A:** Agree; **UD:** Undecided; **D:** Disagree **and SD:** Strongly Disagree)

Statements	SA	A	UD	D	SD
Sharing of information's influence project performance					
Group satisfactions affects project performance					
Flow of information affects project performance					

Other specify.....

Q2. To examine the effect of chain pattern of communication on project performance

In your own opinion do you agree to the following statements on effect of chain pattern of communication on project performance?

(**SA:** Strongly Agree; **A:** Agree; **UD:** Undecided; **D:** Disagree **and SD:** Strongly Disagree)

Statements	SA	A	UD	D	SD
Speed of communication affects project performance					
Leader decision on message passed affects project performance					
Accurate of message affects project performance					

Other specify.....

Q3. To establish the effect of wheel pattern of communication on project performance

To what extent do you agree to the following statements on effect of wheel pattern of communication on project performance?

(**SA:** Strongly Agree; **A:** Agree; **UD:** Undecided; **D:** Disagree **and SD:** Strongly Disagree)

Statements	SA	A	UD	D	SD
Opportunity to ask questions has enhance project performance					
Efficient of passing message has enhance project performance					
Communication control has enhance project performance					

Other specify.....

Q4. Project Performance

To what extent do you agree to the following statements on project performance?

(**SA:** Strongly Agree; **A:** Agree; **UD:** Undecided; **D:** Disagree **and SD:** Strongly Disagree)

Statements	SA	A	UD	D	SD
Projects are completed in time					
Completed projects meet the desired quality					
The cost of project is too high					

Thank you for being part of this academic research

APPENDIX II PLAGIARISM REPORT